



Work Management

INTRODUCTION

In the globalised economy of today, a 24×7 working environment is a reality. But this is not new to India or unique to the BPO industry. Our manufacturing sector —factories, hospitals, hotels, airlines, media, armed forces, transportation sector (trains, buses), IT industry, etc., are some of the other industries that work 24×7, with people coming and working in different shifts. The BPO industry works in a similar way. Your work hours will vary according to which part of the business you are in and the location of your client. If your client is based in New York City and you are working in Collection or Customer Service, you are more than likely to work in shifts, including a night shift. But, if your job requires paying insurance claims, you will probably be working during the day. With minor adjustments, it is possible to bring work-life balance and have a comfortable time in the BPO industry — just like any other industry that works 24×7. You can also change your work hours in a few years as you grow and build your career.


A 24×7 working environment provides various shift options and rotations. To keep things interesting and to provide opportunities for social interaction,

organisations organise team outings, hobby classes, family days, festival celebrations, etc. To support the employees better, organisations also provide basic amenities like a 24-hour cafeteria, gym, ATM and advisory and counselling programmes to help you make the most of your career and life.

VOICE PROCESS

Accepting Orders

Ajay: Accepting Orders (Voice)

	Name: Ajay Yadav
	Section: Voice Process
	Job Responsibility: Order-taking

Ajay's job is to take inbound calls in the voice process. Ajay is in the order-taking department, which means customers call him to place their orders for products or services.

Ajay takes orders on the phone

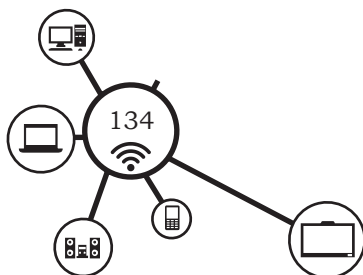
- by making a note of the details of the product that the customer wants to buy.
- by logging the details into the computer.

Ways in which Ajay processes the order

- All the details are written out like a script that comes up on his computer screen.
- The Customer Relationship Management or CRM software on the computer system gives him this script.
- He reads out the questions from the computer screen over the phone and types in the customer's responses into the CRM. Then, he logs the order details of the customer into the computer.

Skills required for accepting orders

- Ability to multi-task
- Listening
- Reading
- Typing speed
- Speaking
- Courtesy



- Politeness in tone
- Patience

Tip

- Concentration is needed as you will have to read, speak, listen and type simultaneously, while taking the order from customers. Practice will help you take the orders quickly.

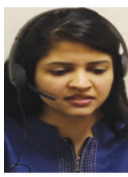
Customer Service

Sanaya Sharma: Customer Service (Voice)

Sanaya has to take inbound calls for customer service. She takes about 200 calls a day. There are different types of customers that she needs to handle, some who complain, some who are difficult, a few others who expel their frustration over the phone. She has to manage irate customers by remaining calm. Then she must be ready to take the next call as if nothing happened!

Skills required

- Empathy
- Patience
- Politeness in tone
- Courtesy
- Typing

	Name: Sanaya Sharma
	Section: Voice Process
	Job Responsibility: Customer Service


Tips

- Always remember that the customer is angry because of the situation they are in and not with you.
- Always keep cool.

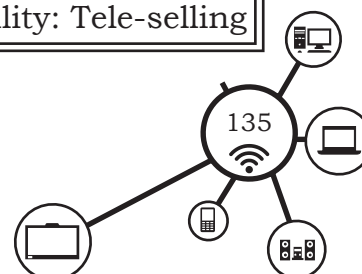
Telesales

Rishik Mittal: Telesales (Voice)

Rishik makes outbound calls to customers for sales. He has to make calls to customers who may or may not want the company's services.

	Name: Rishik Mittal
	Section: Voice Process
	Job Responsibility: Tele-selling

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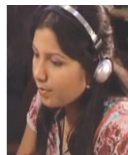


Most customers are busy, not interested and may get irritated with telesales calls. In telesales timing is very important because unlike in inbound calls, here you are imposing on the customer's time. Rishik needs tact to cut the ice with the customer.

Skills required

- Right timing
- Product knowledge
- Neither be too aggressive nor too submissive
- Politeness in tone
- Courtesy
- Typing

Collection

	Name: Khushi Agrawal
	Section: Voice Process
	Job Responsibility: Collection

Khushi's main job is to collect pending payment from customers, over the phone. These days, it has become easy to get loans. But getting customers to pay their monthly installments is not

easy. Customers may disconnect the call, or they may be rude. The challenge is to give them simpler installments and skillfully tackle them for payment.

Skills required

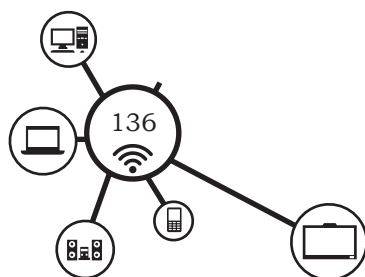
- Numerical
- Analytical
- Tact
- Patience
- Politeness in tone
- Courtesy
- Typing

NON-VOICE PROCESS

Data Entry

Bela Bose: Data Entry (Non-voice)


Bela is from the non-voice process. She does a lot of data entry work on the computer. It is perfect for her as she is a little shy and not comfortable over the



phone. Along with data entry, she also handles e-mail correspondence with customers.

Skills required

- Typing speed of 45 words per minute with 95% accuracy, which is typically the industry norm.

	Name: Bela Bose
	Section: Non-Voice Process
	Job Responsibility: Data entry

Generic Competence

Skills required

- Listening
- Speaking including talking clearly, not using technical jargon
- Ability to speak in English fluently
- Ability to speak in natural Hindi accent
- Probing skills or asking the right questions
- Suggesting, recommending and advising
- Phone etiquette

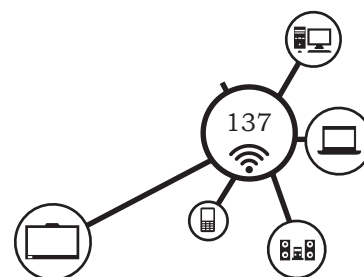
In addition to the above, to succeed at work, you need to be motivated, well-groomed, disciplined and develop a positive attitude.

STANDARD ORGANISATIONAL POLICIES

As a CSR, you will have to follow company policies. These policies will not only vary from one organisation to the other but will also vary from the product or service you are catering to. Here is a list of standard policies you must follow. Any communication with the customers has to be in line with the company's training and business policies:

- You must sign a bond that you will work under the guidelines Telecom Regulatory Authority of India.
- You must ensure that whatever data are being provided to them must be used only to make business calls.
- You should be professional all the time during the business calls.
- The language used during the call should be proper and clear.

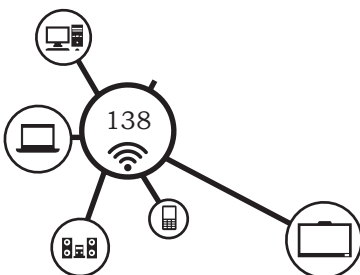
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- You should not mislead the customer to sell the product.
- You must pass the quality check done from a quality evaluator and must implement the given feedback immediately.
- You should not share any company specific data and details, in case any customer requests anything like this.
- You should follow the right process of putting the customer on hold or when returning to the call.
- You should not ask the customer's personal details and must also not share their personal details under any circumstances.
- You must report on time and must ensure that the workstation is all set to start work.
- You must follow the dress code of the organisation.
- You must sign the terms of the offer given.
- The first 3–6 months will be treated as probation period and job would be confirmed post the satisfactory probation period.
- You may be required to undertake other duties from time-to-time as the company may reasonably require. If the duties or the position with the company change for any reason, then the terms of this contract will continue to apply.
- During the course of your employment you are expected, at all times, to maintain professional and responsible standards of conduct or behaviour, attendance and performance.
- The company at any time during the terms of your employment may require undergoing medical check-ups to assess your fitness.
- The company may require you to relocate to other office or premises occupied by the company both in India and outside.
- You may be required to travel on company business as required for the proper performance of your duties both in India and outside.
- All payments received by you from the company will be subjected to statutory bonus as required by the law.

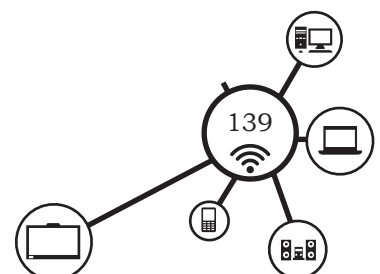
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- The company will contribute towards all statutory benefits as required by the laws applicable in India.
- You are eligible to be considered for a discretion bonus in accordance with the relevant bonus plan in place from year-to-year relevant to your role at that time.
- The company holiday runs between 1 April and 31 March. You will be entitled to annual leave in accordance with the company leave policy, which is as per the law (governing body).
- You are employed to work 45 hours per week inclusive of all rest or meal breaks as required by law, on a shift basis.
- At any time both the parties can part ways provided 30 days' notice within the probation period and 60 days after the probation period is served.
- You must not comment on the caste, creed, religion, colour or any kind of discrimination (physical or medical).
- You should end the call properly and be thankful to the customer for answering the call, irrespective of sale made or not.
- While making outgoing calls, you must ensure that the phone is in perfect condition and CSR is loud and clear over the call.
- You must ensure that you meet the AHT (average handling time) defined by the company or the process.
- You should have proper information stored in an easy to access folder or file.
- You should be well-equipped and trained with the questions the customer may ask.
- While on the call you must follow the proper hold/mute procedure as defined by the company.
- You should have proper knowledge of the product you are going to sell and should not mislead the customer in order to make a sale.
- CSR must sound confident, professional, clear and crisp.

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STANDARD ORGANISATIONAL PROCEDURES

On your organisation and particular process, you will be asked to establish contact with the customer. Each organisation has standards, policies, procedures and guidelines for making telesales calls. Your manner of speaking, introduction, greetings, etc., will largely depend on what the organisation wants to portray or reflect.

Let's take a look at the standard organisational procedure for establishing contact with the customer.

Develop a Professional Greeting

Don't just say hello and jump into your telephone presentation without taking a breath or allowing the other party to participate. Your greeting should be formal. Begin with Mr, Mrs or Ms, as in Good morning, Mr Sharma or Good evening, Mrs Rai. Everyone else says, Hello. Be different. Be professional.

Introduce Yourself and Your Company

'My name is Ajay Yadav with ABC Company. We're a local firm that specialises in helping businesses like yours to save money.'

Don't get too specific yet. Don't mention your product. If you do, that allows the other party to say, 'Oh, we're happy with what we've got. Thanks anyway,' and hang up. By keeping your introduction general, yet mentioning a benefit, you'll pique your prospective client's curiosity and keep them on the line longer.

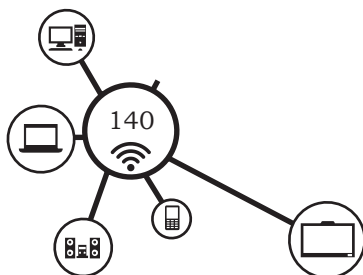
Express Gratitude

Always thank the potential client for allowing you a few moments in his busy day. Tell them that you won't waste a second of his time. 'I want to thank you for taking my call. This will only involve a moment of your time so you can get back to your busy schedule.' Don't say that you'll 'just take a moment'. The feeling evoked by them hearing that you'll take anything from them will put them off.

State the Purpose of Your Call

It is best if you can provide the purpose within a question. 'If we can show you a way to improve the quality of your

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product at a lower cost, would you be interested to know more?’ This is very likely to get a ‘yes’ response. At this point, you’re ready to start selling an opportunity to meet this person or to get their permission to provide them with more information. You’re not selling your product yet — you’re selling what your product will do for them.

Schedule a Meeting

Get a confirmation to meet, either in person or to tele-conference to get the information you need in order to give a solid presentation. If they are so interested that they want to do it right then and there, that’s fine.

If a face-to-face meeting is the most appropriate next step, use the alternate-of-choice questioning strategy. Offer them two time schedules, ‘Mr/Mrs Jain, I can pop by your office at 2:15 pm today to discuss this further. Or would 9:45 am tomorrow better suit your schedule?’ You didn’t say, ‘When can we meet?’ When you use the alternate of choice, you take control of getting the appointment. And note: Asking for an off-hour gets you noticed. There’s something about setting a meeting at an off-hour that says you’re a salesperson who’ll be punctual and respect your prospective client’s time. Try it.

Say Thanks

Thank them for their time today and for the upcoming appointment. Reconfirm the date, time and location of the appointment. Ask for directions if you need them. Tell them how much preparation you’ll do in order to make the best use of the time you’ll share. Give them your contact information this way: ‘If anything else comes to mind that I should be aware of prior to our meeting, please contact me at (+91-XXXX).’

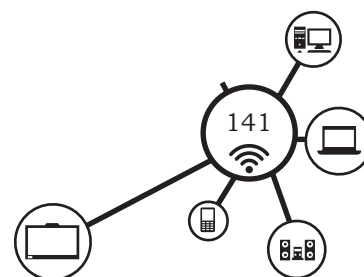
Follow up

If your meeting is more than a few days in the future, send a letter of confirmation immediately. If the meeting is next day, send an e-mail confirmation. Keep it short and upbeat.

You will learn about these procedures and guidelines in more detail in the ensuing sessions.

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Check Your Progress

A. Multiple choice questions

1. If you are in customer service, which of these skills is a MUST for you?
(a) Empathy
(b) Analytical skills
(c) Numerical skills
(d) Selling skills
2. Bela is in non-voice process. Which is the skill she need NOT be good at?
(a) Typing speed
(b) Reading skills
(c) Writing skills
(d) Speaking skills
3. Ajay is in telesales. He is fluent in Hindi. However, his mother tongue is Bhojpuri. What is the one thing he must consciously avoid while speaking to his customers?
(a) Talking about his home town.
(b) Talking about the product he is selling.
(c) Mother tongue influence in speech.
(d) Talking about his company.
4. How should a CSR greet customers?
(a) Cheerful greeting every time.
(b) Cheerful greeting some time.
(c) Never greets cheerfully.
(d) Cheerful greeting every morning.

B. Match the columns

Job Profile	Job Role
A. Customer service	a. Takes as well as makes calls to recover dues and outstanding payments from customers
B. Data entry	b. Has to take orders from customers, log them into the system
C. Accepting order	c. Has to attend to enquiries, complaints, demands and requests from customers
D. Telesales	d. Has to type at a speed of 45 words per minute with 95 per cent accuracy
E. Collection	e. Makes calls to sell a product or a service

